

ROOSEVELT TEAMS

BY MAJOR AARON SOUTHARD

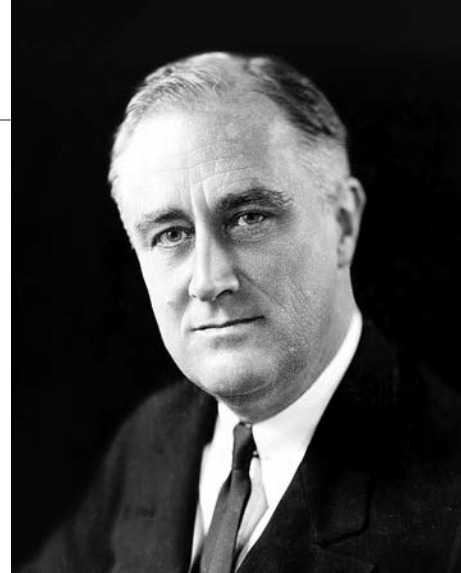
Let's pose a hypothetical situation: You own and operate a business (Company A) that focuses on assisting others to become stable and prosperous as well as protecting your own interests. You also invest in Company B, and have done so for more than 70 years. Company B's goals and objectives are very similar to yours and your investments average approximately a quarter of Company B's annual budget. As you continue to operate Company A, operating costs have continued to increase as you seek to expand your efforts. How will you be able to continue to expand to achieve your goals with dwindling resources? Conversely, an opportunity exists within Company B that allows portions of your employees to work there, as it outsources its labor to other investors. Your employees would work for Company B on a temporary basis and continue to answer, to some extent, to you. Additionally, their associated costs would be paid for from the Company B consolidated budget. Other investors routinely take advantage of these incentives, while you have not fully committed. Does this seem like a plausible business model: Taking advantage of opportunities within Company B to continue your work while maximizing your own resources. For the United States, a similar situation has existed since 1942, when the United Nations was established.

In an effort to expand the Global Landpower Network, build partner capacity and meet the guidance provided by the President of the United States in *The 2015 Nation Security Strategy* to expand our interactions with the UN, the U.S. Army and the U.S. Army John F. Kennedy Special Warfare Center and School, the U.S. Army's Special Operations Center of Excellence, has developed a concept for the formation, training and deployment of special operations forces and conventional forces U.S. Army teams (Roosevelt Teams) to support ongoing and planned UN missions around

the globe. This initiative directly supports President Barack Obama's guidance of expanding the scope of U.S. cooperation and building capacity to prevent conflict; as well as the U.S. Special Operations Command's Line of Operations 2: Develop a Global SOF Network and the U.S. Army Strategic Priority of a Globally Responsive and Regionally Engaged Army.

This initiative, dubbed Roosevelt Teams pays homage to President Franklin Delano Roosevelt's efforts to establish an international organization aimed at promoting peace and international cooperation. During the Second World War, President Roosevelt began discussions on the development of a new international body as a successor to the failed League of Nations.¹ The League of Nations was formed after World War I in an attempt to establish an international body that would protect and enforce peace. Unfortunately, the United States did not become a member of this organization, as many feared that U.S. involvement would reduce the country's ability to protect its own interests, ultimately resulting in the organization's failure.² Applying the failures of the League of Nations, Roosevelt championed a concept for an international body and as a result of his efforts, the UN was established on Oct. 24, 1945.³ At its inception, 50 countries were initial members states, with 193 current member countries within the organization.⁴

Within the UN's six principle offices, the UN Security Council, established in 1946, is charged with the establishment and maintenance of UN resolutions pertaining to peace and security.⁵ A UN resolution is a formal agreement that is adopted or ratified by the majority of the 15 members of the council. From a resolution, a mandate or mandates are developed to provide the legal basis for execution of peacekeeping operations. UN peacekeeping missions are managed within the



Security Council by the Department of Peacekeeping Operations, with missions that include disarmament, mine action, security sector reform and protection and promotion of human rights.⁶ Development of the personnel and equipment requirements are conducted through Military Planning and Force Generation Services within the UNSC. The requirements for each mission are fulfilled by the UN member countries through the contributions of personnel and other resources. For the United States if a requirement is requested or under consideration, it is reviewed and approved through the Department of State and National Security Council. If a requirement is approved for military assistance, orders are generated by the Secretary of Defense to the respective services.

Currently more than 120,000 UN peacekeepers are deployed to 15 countries on four different continents supporting and executing operations. In 2014, the U.S. contributed approximately 28 percent of the overall \$7 billion FY14 UN peacekeeping budget. Of that support, a small number of U.S. individual augmentees are deployed in support of peacekeeping missions. Conversely, countries such as Bangladesh, India and Pakistan make up the largest contributors of uniformed service members supporting peacekeeping missions.⁷ The U.S. played an active role on the ground in the post-Cold War UN peacekeeping missions of the early 1990s.

In 2006, a Government Accountability Office study concluded that UN peacekeeping missions are eight times less expensive than funding unilateral U.S. forces. Furthermore, the Office of Management and Budget gave the U.S. contributions to UN

peacekeeping its highest standing under the OMB Program Assessment Rating Tool. Finally, another study found that in the first three years after a conflict, UN peacekeeping missions have a substantial affect on a country's gross domestic product, with annual growth rates nearly 2.4 percent higher in post-conflict countries where peacekeeping missions are present as opposed to those where they are not.⁹ Therefore, support to UN peacekeeping missions is both economical as well as facilitates long-term stability.

To assist with approved DoD support to UN missions, the U.S. Military Observer Group-Washington exists within the Headquarters, Department of the Army G3/5/7 offices. The Secretary of Defense established the USMOG-W in October 1993 to serve as the command and control node for all DoD

vice members from within the conventional forces and/or members of the special operations community (see Figure 1). Members of the team will be trained and equipped to operate within a multinational environment, equipped with critical language and cultural skills as well as trained to support humanitarian and peacekeeping operations. Finally, these teams will be fully funded through the DPKO, as traditional "blue hats" and deploy from their units/organizations on a rotational basis to provide the commander of the UN mission with continuity and a greater capability, but moreover provide senior U.S. leadership with subject-matter experts for a country or region.

The end state of the Roosevelt Teams is to be persistent engagement forces that are able to rapidly and effectively advise, assist in support of U.S. strategic goals and objectives.

They are also in contact with G3 SOD and a DASD point of contact for Peacekeeping Operations to facilitate final staffing for a pilot team. The SOCKOR COA is for two-to-four ARSOF personnel and a JIEDDO rep, which may lead to the catalyst for employment, in the form of possible C-IED training in-country for/with the ROK SOF.

The Roosevelt Initiative is concurrently being submitted into the U.S. Army Special Operations Command's Strategic Planning Process at the Capability Analysis & Solution Identification step. When executed, the initiative will address capability gaps identified by USASOC and the operational force and once approved in the SPP, it will be included in the USASOC Guidance for Development of the Force. Roosevelt will continue in the SPP to the Resourcing & Integration step, culminating in the Program

"The end state of the Roosevelt Teams is to be persistent engagement forces that are able to rapidly and effectively advise, assist in support of U.S. strategic goals and objectives."

personnel supporting UN missions. The USMOG-W is charged with the training, equipping, deployment and redeployment of all DoD personnel as well as serving as the operational controlling headquarters for DoD personnel deployed in support of UN missions. The USMOG-W also conducts command assessments of ongoing UN missions and executes staff agent responsibilities for Headquarters, Department of the Army concerning multinational force and observers in the Sinai.¹⁰

The Roosevelt Team initiative will take advantage of multinational opportunities to deploy small DoD teams as part of UN peacekeeping missions. Roosevelt Teams are scalable, with the initial concept of 13 uniformed personnel. The teams will provide expanded planning support, command and control, logistical and civil support to UN missions. Other skills sets the teams are equipped with include joint fires observer capabilities as well as expanded counter-improved explosive device training and resources. The teams will include select ser-

A suitable mission for a Roosevelt Team was proposed by the Republic of Korea in a request to the U.S. Army John F. Kennedy Special Warfare Center and School. In the winter of 2015, the Republic of Korea requested that a U.S. Army Special Operations Force be embedded with one of its Korean Special Operations Forces elements scheduled to deploy in support of the UN mission to South Sudan in the first or second quarter of 2016. The SOCKOR commanding general has concurred with this request. USAJFKSWCS along with the USMOG-W and other U.S. special operations elements are working to develop the concept for the sourcing of the mission, conducting permission training at the UN training base in Korea and the associated administrative, operational and logistical requirements to support the Republic of Korea's request.

SOCKOR continues to work with their counterparts in the Republic of Korea SOF to finalize coordination for ARSOF support to the ROK and their UN Missions.

Objectives Memorandum cycle for FY18-22, as a program of record and capability for the ARSOF Operational Force.

Additionally, the USAJFKSWCS is coordinating with the various TRADOC Centers of Excellence and other commands to assist with the expanded development of the Roosevelt concept; specifically the integration of this concept into the Regionally Aligned Force structure. For development of the Roosevelt construct within TRADOC RAF formations, the recommendation of three teams of 16 personnel has been made. This proposed force composition would facilitate optimally trained and deployable RAF forces, readily able to support ongoing UN missions within their regions and further expand the U.S. Army's Global Landpower Network. The USAJFKSWCS recommends the rapid development of this concept for initial employment of RAF Roosevelt teams in the first quarter of FY 2016.

The ability to leverage opportunities to either establish or maintain relationships

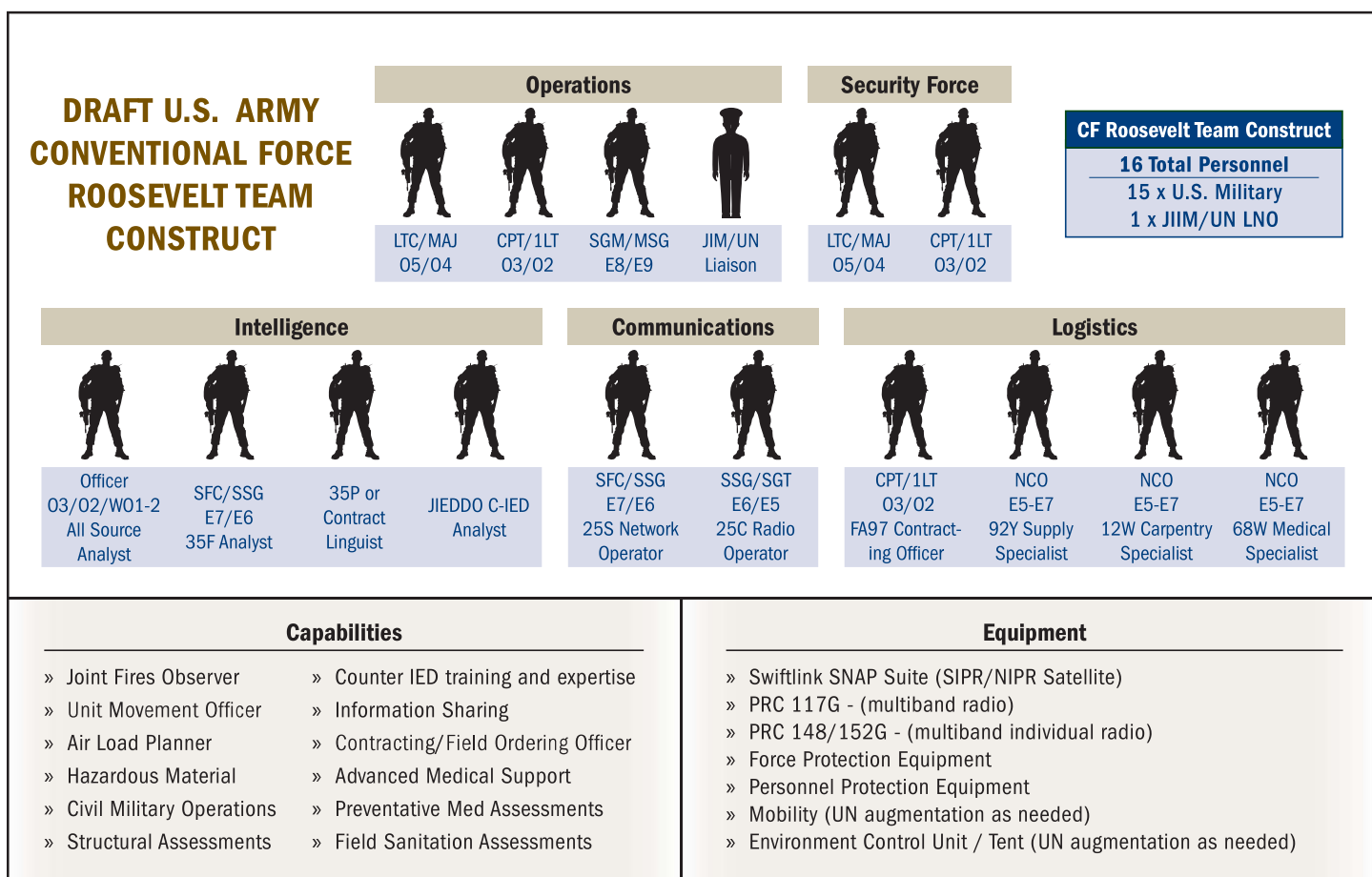


FIGURE 1 This is a recommended makeup of a U.S. Army CF Roosevelt Team.

as well as access and placement in strategic locations throughout the globe is a critical component of U.S. strategic objectives abroad. The concept is echoed throughout multiple U.S. agencies, national-level reports and guidance documents. *The 2015 National Security Strategy* states, “We will continuously expand the scope of cooperation to encompass other state partners, non-state and private actors and international institutions — particularly the UN.”¹¹ Expansion of U.S. participation in multinational peacekeeping efforts is at the very core of the Roosevelt initiative.

The United States has invested in the UN, both intellectually and financially for more than 70 years. In a time of diminishing and/or constrained resources, it only makes sense to leverage our long-term investments to promote working along side our current and/or future partners, while assisting to expand the United States’ ability to establish, increase or maintain stability and promote pros-

perity throughout the globe. President Roosevelt believed in the development of an international body to promote peace and international cooperation. Subsequent U.S. Presidents have also believed and supported this idea. For the United States, the future is uncertain, leveraging our relationships and investments to better protect our own interests only makes sense, as President Roosevelt once said, “The only limit to our realization of tomorrow will be our doubts of today.” **SW**

Maj. Aaron Southard is a Psychological Operations officer who is assigned to the U.S. Army John F. Kennedy Special Warfare Center and School’s Commander’s Initiative Group.

Notes

1. FDR and the United Nations: An Enduring Legacy. *Citizens for Global Solutions*. <http://globalsolutions.org/blog/2010/04/FDR-and-United-Nations-Enduring-Legacy>.

2. The League of Nations, 1914–1920. *US Department of State, Office of the Historian*. <https://history.state.gov/milestones/1914-1920/league>.

3. Histoire, ONU, Nations Unies, Charte, chronologie. *UN News Center*. <http://www.un.org/en/aboutun/history>.

4. Member States of the United Nations. *UN News Center*. <http://www.un.org/en/members/index.shtml>.

5. Security council, SC, UNSC, security, peace, sanctions, veto, resolution, president, united nations, UN, peacekeeping, peacebuilding, conflict resolution, prevention. *UN News Center*. <http://www.un.org/en/sc/about>.

6. Ibid

7. Peacekeeping Fact Sheet. United Nations Peacekeeping. *UN News Center*. <http://www.un.org/en/peacekeeping/resources/statistics/factsheet.shtml>.

8. Elizabeth G. Book (2002). Germany Tightens Anti-Terrorism Measures: Concern Remains about U.S. Role in Multinational Peacekeeping Operations, *National Defense*, pg 5. <https://www.questia.com/library/p5174/national-defense/i2470410/vol-87-no-584-july>.

9. United States Military Observer Group Washington (USMOG-W) command brief, 2014-09-01.

10. National Security Strategy, February 2015, pg 3. (The White House).